

## DEP Lean IX Projects

- **Underground Storage Tank Notice of Violation Tracking**
  - **New Source Review Permit Review Process**
- **Implementation of an Audit Confirmation Process for Town and Non-Profits Fund Disbursements**

**DEP Sponsor: Commissioner Amey Marrella**  
**Sensei/Teacher: Fred Shamburg, Leanovations, LLC**

**Agenda**  
**January 24-28, 2011**  
**8:30 a.m. to 4:30 p.m. (1/2 hour lunch)**

**Note:** Coffee and juice will be available in the morning each day in Conference Room 4B. Be “green” and bring your own cups for your hot and cold beverages each day since none will be provided! Teams may bring their own snacks each day. All the supplies that the teams will need to participate in the event each day will be provided in their rooms with the exception of a laptop, thumb drive, and digital camera which they should bring with them. Human Resources will collect leftover supplies for future teams’ use.

### **Day 1. Overview and “Fact-Finding Day” – January 24**

**Logistics:** All project team participants will **meet as a group in the Russell Room** in the morning. Each project team has also been assigned to a conference room and will break out to their rooms in the afternoon. Each team will report their day’s activities to all project team members and indicate what they will accomplish the next day.

- Room 4B – Underground Storage Tank Notice of Violation Tracking Team/Report out at 3:45 p.m.
- Room 4D – Major New Source Review Permit Review Process Team/Report out at 4:00 p.m.
- Room 6C – Audit Confirmation Process for Town and Non-Profits Fund Disbursements Team/Report out at 4:15 p.m.

**Overview:** Introduction/Outline for the week-long DEP Lean Event; Training on Lean Principles and Transformation Tools (e.g., Value Stream Mapping, Spaghetti Diagram, Eight Wastes, PDCA, Standard Work, Key Performance Indicators, Visual Controls, etc.); Project Team Roles and Responsibilities: Sponsors, Leaders, Members, and Champions. Begin collecting data. Walk the process using the spaghetti diagram tool. Report out to all project team members.

- Room 4B – Underground Storage Tank Notice of Violation Tracking Team/Report out at 3:45 p.m.
- Room 4D – Major New Source Review Permit Review Process Team/Report out at 4:00 p.m.
- Room 6C – Audit Confirmation Process for Town and Non-Profits Fund Disbursements Team/Report out at 4:15 p.m.

### **Day 2. Kaizen Event – “Discovery Day” – Value Stream Mapping – January 25**

**Logistics:** Each project team has been assigned to a conference room and will meet for the greater part of the day. Each team will report their day’s activities to all project team members and indicate what they will accomplish the next day.

**Overview:** Value Stream Mapping (VSM) is being used for each of the four projects. VSM refers to the activity of developing a high-level visual representation, from start to finish, of the process flow involved in delivering a desired outcome, service, or product (a “value stream”) to customers. Work on “current state” process map to identify areas for improvement. Identify how long each step takes and how much time there is between each step in the process. Identify the value-added time and the “waste” time for each step. Begin tracking ideas for the Project Implementation Plan. Invite guests in to provide input into the process. Report out to all project team members.

- Room 4B – Underground Storage Tank Notice of Violation Tracking Team/Report out at 3:45 p.m.
- Room 4D – Major New Source Review Permit Review Process Team/Report out at 4:00 p.m.
- Room 6C – Audit Confirmation Process for Town and Non-Profits Fund Disbursements Team/Report out at 4:15 p.m.

### Day 3. Kaizen Event – “Just Do It Day” – January 26

**Logistics:** Each project team has been assigned to a conference room and will meet for the greater part of the day. Each team will report their day’s activities to all project team members and indicate what they will accomplish the next day.

- Room 4B – Underground Storage Tank Notice of Violation Tracking Team/Report out at 3:45 p.m.
- Room 4D – Major New Source Review Permit Review Process Team/Report out at 4:00 p.m.
- Room 6C – Audit Confirmation Process for Town and Non-Profits Fund Disbursements Team/Report out at 4:15 p.m.

**Overview:** Continue with Value Stream Mapping exercise, including beginning the “future state” process map. Break into sub-teams. Begin developing new forms, data entry screens, etc. Invite guests (may include members of previous Lean teams) to provide input into the process maps. Choose three to five key performance indicators by which your team will measure its success. Begin developing the Project Implementation Plan. Report out to all project team members.

### Day 4. Kaizen Event – “Judgment Day” – January 27

**Logistics:** Each project team has been assigned to a conference room and will meet for the greater part of the day. Each team will report their day’s activities to all project team members and indicate what they expect to accomplish the next day.

- Room 4B – Underground Storage Tank Notice of Violation Tracking Team/Report out at 3:45 p.m.
- Room 4D – Major New Source Review Permit Review Process Team/Report out at 4:00 p.m.
- Room 6C – Audit Confirmation Process for Town and Non-Profits Fund Disbursements Team/Report out at 4:15 p.m.

**Overview:** Finalize the “future state” process map. Invite guests (may include members of previous Lean teams) to provide reactions to your “future state.” Begin formatting the PowerPoint presentation. Continue developing the Project Implementation Plan and drafts of new forms. Prepare visuals for Key Performance Indicators that relate to the new process. Report out to all project team members.

### Day 5. Kaizen Event – “Final Reporting and Celebration Day” – January 28

**Logistics:** Each project team meets in its individual conference room from 8:30 a.m. to 1 p.m. **All teams then move to the Phoenix Auditorium for their final presentations beginning at 1 p.m. At approximately 2:30 p.m., all teams will move to Conference Rm. 4B for the celebration.**

- Room 4B – Underground Storage Tank Notice of Violation Tracking Team - 1:00 p.m. to 1:20 p.m.
- Room 4D – Major New Source Review Permit Review Process Team - 1:20 p.m. to 1:40 p.m.
- Room 6C – Audit Confirmation Process for Town and Non-Profits Fund Disbursements Team - 1:40 p.m. to 2:00 p.m.

**Overview:** Finish PowerPoint presentation and Project Implementation Plan by 1 p.m. Final Report presentations will be made to all teams and invited guests in the Phoenix Auditorium beginning at 1:00 p.m. Each team will present for twenty minutes and everyone on the team must participate (order to be determined that day). There will be time for questions from the audience. Certificates will be awarded to Project Team Leaders, Members, and Champions. Celebration and refreshments follow in Conference Rm. 4B.

### Adjourn

#### Notes:

1. Due to the Commissioner’s availability each day, teams will be notified if the report-out schedules change.
2. Report Outs – Questions to Answer Each Day
  - a. What did you do today?
  - b. What will you accomplish tomorrow?
  - c. What help do you need to move forward and be successful?

**DEP Lean Initiative**  
**DEP Lean Coordinator:** Karen Caliendo, Human Resources Division

**DEP Lean IX Project Teams (January 24-28, 2011/Hartford)**

**Project Name:** **New Source Review Permit Review Process**

**Bureau:** Air Management

**Team Leader:** Lou Corsino

**Team Members:** Jim Grillo, Debola Bamgbose, Varlerie Galo, Lidia Howard, Lakiesha Christopher, April Desclos, Bob Hannon, and Bernie Evans

**Team Champion:** Ric Pirolli

**Team Sponsor:** Gary Rose

**Project Name:** **Underground Storage Tank Notice of Violation Tracking**

**Bureau:** Materials Management and Compliance Assurance

**Team Leader:** Helen Robbins

**Team Members:** Phil Wilde, Dave Keating, Kelly McShea, Seng Phouthakoun, David Holmes, Bill Strubbe, Susan Zampaglione, Paul Clark, and Allison Forrest

**Team Champion:** Peter Zack

**Team Sponsor:** Mark DeCaprio

**Project Name:** **Audit Confirmation Process for Town and Non-Profits Fund Disbursements**

**Bureau:** Financial & Support Services

**Team Leader:** Richard Gibilisco

**Team Members:** Dave Johnson, Randy Michaelson, Nancy Lent, Sue Hawkins, Laurie Valente, Laurie Gianotti, Kate Brown, and Paul Grochowski

**Team Champion:** Dennis Thibodeau

**Team Sponsor:** Nancy Schweizer

**DEP Lean VIII Project Teams (November 15-19, 2010/Hartford)**

**Project Name:** **Improving DEP's Potable Water Program Processes**

**Bureau:** Bureau of Water Protection & Land Reuse

**Team Leader:** Drew Kukucka

**Team Members:** Bill Warzecha, Kevin Neary, Scott Wing, MaryAnne Danyluk, Mike Senyk, Carl Gruzczak, and an outsider (TBD)

**Team Champion:** Robert Bell

**Team Sponsor:** Patrick Bowe

**Project Name:** **SIMS Permitting Data Entry Standard Operating Procedures**

**Bureau:** Office of the Commissioner

**Team Leader:** Bea Milne

**Team Members:** Doug Hoskins, Cheryl Chase, Tina Dreselly, Lauren Kostiuik, Ken Major, Kevin Sowa, Louis Corsino, and Bill Strubbe

**Team Champion:** Yvonne Bolton

**Team Sponsors:** Robert Kaliszewski and Nicole Lugli

**Project Name:** **Industrial Stormwater General Permit On-line Registrations**

**Bureau:** Bureau of Materials Management & Compliance Assurance

**Team Leader:** Nisha Patel

**Team Members:** Art Mauger, Jim Creighton, Karen Allen, David Madsen, Veronica Ferris, David Holmes, and David Westcott

**Team Champion:** Denise Ruzicka

**Team Sponsor:** Oswald Inglese

**Project Name:** **Improve Coordination of Publications**

Bureau: Office of the Commissioner  
Team Leader: Kim Czapla  
Team Members: Kathy Herz, Judy Prill, Tom Ouellette, Diane Ifkovic, Naomi Davidson, Brian Golembiewski, and Kevin Barrett  
Team Champion: Dennis Schain  
Team Sponsors: Amey Marrella, Susan Frechette and Graham Stevens

**DEP Lean VII Project Teams (May 17-21, 2010/Hartford)**

**Project Name: Office of Adjudications: Revisit/Revise Hearing Procedures & Rules of Practice**

Bureau: Office of the Commissioner, Commissioner Marrella  
Team Leader: Kenneth Collette  
Team Members: Jean Dellamarggio, Dean Applefield, Edith Pestana, Cheryl Chase, Tatiana Abreu, Merrily Gere, Nicole Lugli, and Brian Golembiewski  
Team Champion: Kim Hudak  
Team Sponsor: Janice Deshais

**Project Name: Air Quality Monitoring Data Acquisition Improvement Project**

Bureau: Air Management, Anne Gobin  
Team Leader: Peter Babich  
Team Members: Dennis Demchak, Dean Tully, Randy Semagin, Reid Matusek, Mark Demko, Trevor DePass, Michael Geigert, and Angella Levy  
Team Champion: Tracy Babbidge  
Team Sponsor: Anne Gobin

**Project Name: Surplus Property Review Process Standardization**

Bureau: Office of the Commissioner, Commissioner Marrella  
Team Leader: Martha Fraenkel  
Team Members: Suzanne Barkyoumb, Laurie Giannotti, David Fox, Sheila Gleason, Ann Kilpatrick, David Kozak, Beth Brothers, and Mary Sherwin  
Team Champion: Peter Francis  
Team Sponsor: Tom Tyler

**Project Name: Solid Waste Facility Individual Permits**

Bureau: Materials Management and Compliance Assurance, Yvonne Bolton  
Team Leader: Elaine Coelho  
Team Members: Sherill Baldwin, Denver Dixon, David McKeegan, Patricia Porter, Calin Tanovici, Gabrielle Frigon, Carey Hurlburt, Jennifer Pagach, Roslyn Reeps, and Jaimeson Sinclair  
Team Champion: Charles Neziyanya  
Team Sponsor: Diane Duva

**DEP Lean Initiative**  
**DEP Lean Coordinator:** Karen Caliendo, Human Resources Division

**DEP Lean VI Project Teams (January 25-29, 2010/Hartford)**

**Project Name:** Improvement in NDDB Species Review Request Processing  
**Bureau:** Natural Resources  
**Team Leader:** Kate Moran  
**Team Members:** Dawn McKay, Karen Zyko, Julie Victoria, Nancy Murray, Laura Saucier, Marilyn Stone, Dennis Schain, and Bob Gilmore  
**Team Champion:** Kim Hudak  
**Team Sponsors:** Rick Jacobson and Jenny Dickson

**Project Name:** Diagnostic and Therapeutic X-Ray Device Registration and Radioactive Materials and Industrial Devices  
**Bureau:** Air Management, Anne Gobin  
**Team Leader:** Denny Galloway  
**Team Members:** Andrew Zwick, Simone Maxwell, Maxine McCarthy, Belinda Cruz, Tina Dreselly, Robert Hannon, Dennis Thibodeau, Irene Garcia, and Bea Milne  
**Team Champion:** Tessa Gutowski  
**Team Sponsor:** Edward Wilds

**Project Name:** State Forest Management Planning  
**Bureau:** Natural Resources  
**Team Leader:** James Parda  
**Team Members:** Jerry Milne, Will Hochholzer, Deatra Slivinsky, Pete Picone, Douglas Jann, Roslyn Reeps, Judith Singer, and Martha Fraenkel  
**Team Champion:** Christopher Martin  
**Team Sponsor:** Deputy Commissioner Susan Frechette

**DEP Lean V Project Teams (October 26-30, 2009/Hartford)**

**Project Name:** Evaluate & Review Selected DEP Health & Safety Activities  
**Bureau:** Financial & Support Services, William Evans  
**Team Leader:** William Gerrish  
**Team Members:** Sonya Mathis, John Cimochoowski, Jr., Jonathan Goldman, Therese Schnoor, John Gardiner, Sharon Gustave, Margaret Sargis, Mary Sherwin, and Veronica Ferris  
**Team Champion:** Victor Masi  
**Team Sponsor:** William Evans

**Project Name:** Evaluate the Review and Approval Process Used for Onsite Wastewater Disposal System Repairs & Upgrades  
**Bureau:** Materials Management and Compliance Assurance, Yvonne Bolton  
**Team Leader:** Antoanela Daha  
**Team Members:** Jennifer Zmijewski, Joe Wettemann, Ramona Gravesande, Enna Herrera, Michael Hart, Naomi Davidson, and Judy Prill  
**Team Champion:** Robert Kaliszeski and Denise Ruzicka; Tessa Gutowski – Pre-Kaizen Meetings  
**Team Sponsors:** Kim Hudak and Oswald Inglese

**Project Name:** SIMS Enforcement Data Entry Standard Operating Procedures  
**Bureau:** Office of the Commissioner, Commissioner Marrella  
**Team Leader:** Cheryl Chase  
**Team Members:** Doug Hoskins, Sarah Ely, Joseph Schiavone, Brad Robinson, Helen Robbins, Carmencita Wilson, Jon Scull, David Holmes, Tina Dreselly, and Dennis Thibodeau  
**Team Champion:** Susan Zampaglione  
**Team Sponsor:** Nicole Lugli

**DEP Lean IV Project Teams (May 11-15, 2009/Hartford)**

**Project Name:** NPDES Permit Processing Coordination  
**Bureau:** Materials Management and Compliance Assurance, Yvonne Bolton  
**Team Leader:** Charles Nezianya  
**Team Members:** Enna Herrera, Ewa Sukcik, Ken Major, Steve Edwards, Rose Gatter-Evarts, Chris Sullivan, Traci Iott, Fred Riese, and David McKeegan  
**Team Champion:** Tessa Gutowski  
**Team Sponsors:** Kim Hudak and Oswald Inglese

**Project Name:** Clean Water Fund Agreements  
**Bureau:** Water Protection and Land Reuse, Betsey Wingfield  
**Team Leader:** Joseph Wagner  
**Team Members:** Hank Olszewski, Lee Rogers, Dennis Greci, Ann Straut-Edsen, Stela Marusin, and George Hicks  
**Team Champion:** William Hogan  
**Team Sponsor:** Paul Stacey

**Project Name:** Re-Evaluation of the Title V Major Source Inspection Process  
**Bureau:** Air Management, Anne Gobin  
**Team Leader:** Dennis Demchak  
**Team Members:** Bill Wihbey, Debra Tedford, Mark Potash, Rickey Bouffard, Jared Millay, Kiernan Wholean, Meghan Morrison, and Tom McCusker (EPA)  
**Team Champion:** Elizabeth Mcauliffe  
**Team Sponsor:** Bob Girard

**DEP Lean III Project Teams (Feb. 2-6, 2009/Hartford)**

**Project Name:** Improvements to the Environmental Land Use Control Application (ELUR) Process  
**Bureau:** Water Protection and Land Reuse, Betsey Wingfield  
**Team Leader:** Peter Hill  
**Team Members:** Tony Bobowicz, Jeff Wilcox, Jing Chen, Camille Fontanella, Melisa Chan, Paul Jameson, and Bill Hogan  
**Team Champion:** Robert Bell  
**Team Sponsor:** Patrick Bowe

**Project Name:** Transition from Teaching Boating Safety Education to Testing  
**Bureau:** Outdoor Recreation, Thomas Morrissey  
**Team Leader:** John Annino  
**Team Members:** Tim Delgado, Mark Chanski, Susanna Simonds, Gwendolynn Flynn, John Robinson, and Tessa Gutowski  
**Team Champion:** Eleanor Mariani  
**Team Sponsor:** Tom Morrissey

**Project Name:** Improvements to the Requisition and Purchasing Workflow Process  
**Bureau:** Financial and Support Services, William Evans  
**Team Leader:** Nancy Lent  
**Team Members:** Vic Masi, Sonya Mathis, Karen Lewin-Hicks, Kathe Skibisky, Pauline Blackstock, Patricia DeRosa, and Christopher Martin  
**Team Champion:** Pete Zack  
**Team Sponsors:** Susan Frechette, Graham Stevens and William Evans

**DEP Lean II Project Teams (Oct. 6–10, 2008/Hartford; Dec. 8–12, 2008/Quinebaug Hatchery)**

**Project Name: Improvement in Solid Waste Enforcement Program**

Bureau: Materials Management and Compliance Assurance, Yvonne Bolton  
Team Leader: Darlene Sage  
Team Members: Frank Gagliardo, Bethany Dunbar, Stan Gormley, Gene MacGillis, Laurene McEntire, Joseph Schiavone, and Paula Guerrero  
Team Champion: Nicole Lugli  
Team Sponsor: Robert Isner

**Project Name: Evaluation of the Storage Tank Compliance Inspection Process**

Bureau: Materials Management and Compliance Assurance, Yvonne Bolton  
Team Leader: George Purple  
Team Members: Lori Saliby, Phil Wilde, Robert Shuler, Omar Tyson, Marshall Hoover, Bob Girard, and Dave Holmes  
Team Champion: MaryAnne Nusom Haverstock  
Team Sponsor: Peter Zack

**Project Name: Inland Water Resources Division Permit Sufficiency Review Team**

Bureau: Water Protection and Land Reuse, Betsey Wingfield  
Team Leader: Jeff Caiola  
Team Members: Gary Steinhaus, Robert Gilmore, Sara Radasci, Sharon Yurasevecz, Tammy Talbot, Stacy Pappano, and Brian Golembiewski  
Team Champion: Denise Ruzicka  
Team Sponsor: Betsey Wingfield

**Project Name: Statewide Fish Distribution – Quinebaug Hatchery**

Bureau: Bureau of Natural Resources, Edward Parker  
Team Leaders: Dave Sumner and Tim Barry  
Team Members: Art Klein, Joe Ravita, Neal Hagstrom, Chris McDowell, and Jamie Hays  
Team Champion: MaryAnn Nusom Haverstock  
Team Sponsor: Rick Jacobson

**DEP Lean I Project Teams (June 9-12, 2008/Hartford)**

**Project Name: Major Source Air Permit Modeling**

Bureau: Air Management, Anne Gobin  
Team Leader: Dave Wackter  
Team Members: Jude Catalano, Dave LaRiviere, Ric Pirolli, Ron Freeto, Anne Hulick, and Gary Kleiman and Kathleen Fahey (representatives from NESCAUM)  
Team Champion: Tracy Babbidge

**Project Name: Evaluation of WPED's Enforcement Programs**

Bureau: Bureau of Materials Management and Compliance Assurance, Yvonne Bolton  
Team Leaders: Donna Seresin and Will Oros  
Team Members: Colette Ready, Melissa Blais, Donna Seresin, Sarah Husband, Nicole Lugli/Sue Zampaglione, Anne Dana, and Rick Jacobson  
Team Champion: Tessa Gutowski

**Project Name: Improvement in OLISP Permit Processing Timeframes**

Bureau: Bureau of Water Protection and Land Reuse, Betsey Wingfield  
Team Leader: Sue Bailey  
Team Members: Tonia Selmeski, Sue Bailey, Jeff Westermeyer, Peter Francis, Karen Onofri, Jeff Caiola, and Karen Caliendo  
Team Champion: Brian Thompson

**DEP Lean Implementation Team:** Amey Marrella, Robert Bell, Jeff Caiola, Karen Caliendo, Pat DeRosa, Diane Duva, Peter Francis, Robert Girard, Tessa Gutowski, Kim Hudak, Rick Jacobson, Nicole Lugli, Elizabeth Mcauliffe, Ric Pirolli, and Peter Zack